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**State of Utah**  
**Department of Human Service**  
**Division of Child and Family Services**

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**Community-Based Child Abuse Prevention**



**Annual Progress Report**  
**January 29, 2021**

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## **INTRODUCTION**

In response to ACYF-CB-PI-20-07 entitled Community-Based Grants for the Prevention of Child Abuse and Neglect or Community-Based Child Abuse Prevention (CBCAP) published March 12, 2020, the State of Utah Department of Human Services (DHS), Division of Child and Family Services (DCFS) is submitting Utah's FFY 2020 CBCAP Annual Report. This report highlights the agency's Child Abuse Prevention Program activities and achievements.

## **LEADERSHIP ACTIVITIES**

### **Organizational Structure**

In Utah, DHS is responsible for the administration of programs and services provided using funding authorized through Titles IV-B, IV-E, and XX of the Social Security Act. The department has designated DCFS as the agency responsible for implementing and providing direct oversight of Title IV-B and Title IV-E programs, as well for administering all child welfare programs and services funded through Title II of the Child Abuse Prevention and Treatment Act (CAPTA).

The child welfare system in Utah is state administered. DCFS is the lead child welfare agency and provides services throughout the state. The division is responsible for agency planning, collaboration with state legislators, implementation and coordination of federally funded programs, policy development, information system development and maintenance, and the overall management of child welfare programs and services. It is also responsible for establishing standards for all services delivered directly by the division as well as those offered by program and service providers with which it contracts. In addition, DHS Office of Quality and Design (OQD) is responsible for designing services, developing and monitoring contracts, monitoring internal and external service effectiveness, and evaluating qualitative and quantitative data to help shape how and what services have the greatest success in achieving the results for children, youth, families and adults.

### **Management**

The Division Director is the administrative head of the division. The director's office is located in the state administrative office in Salt Lake City, Utah.

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Three administrative teams coordinate activities and make policy decisions that guide agency programs and services. First, the DCFS State Office Administrative Team meets weekly and is comprised of the Director; two Deputy Directors; Finance; Administrators for Implementation and Region Support, Project Management, Continuous Quality Improvement, Data, Professional Development, Information Systems,

and Federal Operations; Communications; and Administrative Support. This body has primary responsibility for overseeing state office operations, including planning, budgeting, and communications. Second, a Region Director meeting is held twice monthly and includes the Director, two Deputy Directors, the five Region Directors, and Administrative Support. This team is responsible for coordinating statewide operations and ensuring consistency of practice and access to services across the state. Third, the State Leadership Team (SLT) meets monthly and consists of the DCFS State Office Administrative Team and the five Region Directors. This team connects the work done by the DCFS State Office Administrative Team and the RD group to align State Office operations with region needs.

Region Directors, located in five geographically defined regions, lead their administrative teams and are responsible for their region's budget, personnel, interagency partnerships, and service delivery. Staff members in the regions deliver services statewide to children and families. Private or nonprofit contract providers deliver additional services.

Within DCFS, the Child Abuse Prevention Program Administrator manages the Child Abuse Prevention Program and is supervised by the Administrator for Implementation and Region Support. The Program Administrator's office is located at the state administrative headquarters in Salt Lake City, Utah. During FFY 2020, Cassie Selim was the Program Administrator through December 2019; Trisha Reynolds became Utah's Child Abuse Prevention Program Administrator on December 30, 2019.

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In coordination with the Child Welfare Improvement Council (CWIC), the Child Abuse Prevention Program Administrator coordinates DCFS child abuse prevention program planning activities and implements the agency's child abuse prevention service delivery strategy. The program administrator is responsible to provide leadership and support for child abuse prevention activities and for developing and managing DCFS child abuse prevention contracts with community agencies that deliver child abuse prevention services.

## **Lead Agency Role**

The division's main role in the child abuse and neglect prevention system is to identify and address prevention service related needs, to provide leadership and support for child abuse prevention activities in the state, to award state and federal funding to organizations that provide prevention services, and to monitor community programs with which it contracts. In addition to her role as the state CBCAP Lead, the Prevention Services Administrator also provides support for the state's 17 Family Support Centers and the State Children's Trust Account.

Utah Code 62A-4a-305-*Prevention and Treatment Programs* mandates that DCFS child abuse prevention programs "shall be designed to provide voluntary primary abuse and neglect prevention and voluntary or court-ordered treatment services, including, without limiting the generality of the foregoing, the following community-based programs:

1. Those relating to prenatal care, perinatal bonding, child growth and development, basic child care, care of children with special needs, and coping with family stress;
2. Those relating to crisis care, aid to parents, abuse counseling, support groups for abusive or potentially abusive parents and their children, and early identification of families where the potential for abuse and neglect exists;
3. Those clearly designed to prevent the occurrence or recurrence of abuse, neglect, sexual abuse, sexual exploitation, medical or educational neglect, and such other programs as the division and council may from time to time consider potentially effective in reducing the incidence of family problems leading to abuse or neglect; and
4. Those designed to establish and assist community resources that prevent abuse and neglect.”

The Child Abuse Prevention Program Administrator is the manager of the agency’s child abuse prevention program and receives assistance with planning and program development from DCFS-sponsored Child Welfare Improvement Council (CWIC), which, as stated in its bylaws:

- Promotes and advocates for best practices to prevent child abuse and/or neglect
- Advises DCFS on matters relating to child abuse and neglect (e.g. programs, policies, and guidelines) and, with the Child Abuse Prevention Program Administrator, submits their findings and recommendations to the division director at least biannually
- Recommends to the division how monies contained in the Children’s Trust Account (CTA) and the CBCAP fund shall be allocated
- Supports and assists division professional staff as they develop rules, policies, and guidelines, advocates for legal and legislative actions, informs the public, and secures and maintains adequate funding
- Fosters collaboration with other state and local organizations, agencies, and individuals who are involved in the treatment and prevention of child abuse and neglect
- Advocates for the availability and accessibility of child abuse and neglect services to residents of the state in a manner that preserves human dignity and assures continuity of high quality care without regard to race, religion, socio-economic status, gender, language, or cultural background

In conformance with its bylaws, the CWIC’s Grants Subcommittee works with the Child Abuse Prevention Program Administrator and DHS OQD to: 1) assess which evidence-based programs and services are needed and available in each DCFS region, 2) develop the Scope of Work included in CBCAP Requests for Grant Applications (RGA), 3) review and score applications from community service organizations seeking CBCAP or CTA funding, and 4) develop a protocol that ensures that funds are equitably distributed to contract providers throughout the state.

All previous CBCAP and CTA provider contracts were effective through December 2020. The Child Abuse Prevention Program Administrator and the CWIC conducted a revision of the contract Scope of Work during FFY 2020 and collaborated with OQD to develop a new Request for Grant Application (RGA), finalized in quarter one of FFY 2021. New contracts began on January 1, 2021.

## Supported Services

In FFY 2020, Utah's CBCAP funds supported the following services and programs:

- The Carbon County Family Support Center's *Parents as Teachers* home visiting program.
- The Utah County Health Department's *Parents as Teachers* home visiting program.
- The Guadalupe School *Parents as Teachers* home visiting program.
- United Way's *Help Me Grow* Program, which supports parents in promoting optimal development during pregnancy and early childhood.
- Protective Factors for Utah Families (PFUF), Utah's network affiliate with the National Family Support Network (NFSN), which provides training and support for any family-serving agency in the state. Trainings are focused on the Center for the Study of Social Policy's (CSSP) Five Protective Factors and the NFSN's Standards of Quality.
- Uplift Families' 2020 *TIPS Parenting Conference* and online *Parent Resource Center*. Uplift Families is the First Lady of Utah's initiative to strengthen families.

## ACTIONS TO ADVOCATE FOR SYSTEMIC CHANGE

### Involvement in Statewide Systemic Change Efforts

#### CFSP/APSR and CFSR PIP

The Child Abuse Prevention Program Administrator is a member of the DCFS Implementation and Region Support Team. This team routinely meets to review and revise casework practices and identify strategies used to deliver agency programs and services, which are integrated into DCFS Practice Guidelines, the Child and Family Services Plan, the Child and Family Services Review-Performance Improvement Plan, and the state's IV-E Plan. The program administrator is also consulted concerning implementation of the Five-Year Title IV-E Prevention Program Plan under the Family First Prevention Services Act.

The Child Abuse Prevention Program Administrator also takes an active role in the DHS Qualitative Case Review (QCR) process of DCFS cases. QCRs are conducted annually and involve an in-depth qualitative review of child welfare practice. The QCR assesses internal DCFS practice as well as systemic functioning, which includes schools, courts, and other external systems. The program administrator has been a certified QCR reviewer for over ten years and conducts at least two reviews in different regions each year. In November 2019, the program administrator was invited to become a CFSR Reviewer. In 2020 the program administrator shadowed several CFSR reviews and, in 2021, will complete the process to become a CFSR Reviewer. The program administrator's involvement in QCR and CFSR reviews provides important access to family voice and connection to direct practice. Understanding the impacts of the child welfare system from this perspective provides valuable insight and perspective about the importance and urgency of primary prevention.

#### Early Childhood Systems Building

The Child Abuse Prevention Program Administrator is an active member of the state's early childhood systems. The program administrator is a voting member for Utah's Early Childhood Utah (ECU) Advisory

Council, a legislatively-mandated group that works to promote broad statewide coordination and collaboration among a wide range of early childhood programs and services to ensure that Utah children enter school healthy and ready to learn. The program administrator serves on the Parent Engagement, Support, and Education subcommittee that meets monthly. The subcommittee is working to create and implement a statewide model for parent engagement, with a goal of implementation by the state's early childhood programs in the coming year.

ECU planned and executed a "Day on the Hill" during the 2020 legislative session. Several dozen child- and family-serving agencies set up educational booths at the state capitol to share information with legislators about important issues facing Utah's young children and families. The Child Abuse Prevention Program Administrator helped in planning this event, including arranging for a local daycare to attend and perform "American the Beautiful" for lawmakers and the public.

The Child Abuse Prevention Program Administrator is a voting member on the state's Interagency Coordinating Council (ICC) for Infants and Toddlers with Special Needs. This Council is legislatively-tasked with providing direction, assistance and support to the lead agency, Baby Watch Early Intervention (BWEIP). The program administrator also serves on the Parent Engagement subcommittee of this Council.

The program administrator is involved in internal efforts to improve DCFS's collaboration with BWEIP. After the completion of a CPS investigation, families with children under the age of five are automatically referred to BWEIP for an assessment. The program administrator is part of a team that is working to improve the way that these resources are shared with families in an effort to increase participation in the BWEIP program.

In early 2020, DCFS signed a new Memorandum of Understanding (MOU) with Head Start to improve collaboration between the two agencies. The Child Abuse Prevention Program Administrator is the lead administrator for the MOU. Through collaborative meetings with the DCFS Promoting Safe and Stable Families Administrator and the Head Start Administrator, it became evident that this MOU was an avenue to educate DCFS and Head Start staff about the full range of family strengthening and preventative services in the state. In response, this group is building a repository of statewide resources, including Help Me Grow, Family Support Centers, home visiting programs, and early intervention programs, among others. Throughout 2021, the group will be working with regional administration to share this information with front line workers. The goal of this initiative is to educate CPS investigators on how to readily access available community-based prevention resources that can strengthen families and prevent repeat calls to the Intake hotline.

## **Public Health Initiatives**

In 2020, the Child Abuse Prevention Program Administrator worked closely with the Department of Health's Violence and Injury Prevention Program (VIPP) on a public campaign regarding the Earned Income Tax Credit (EITC). The program administrator has participated in these efforts by educating child abuse prevention partners and child welfare partners on the importance of the EITC for the families they serve. VIPP staff made public appearances on four local lifestyle news programs to educate the public on the benefits of the EITC, for those who qualify. Literature created by VIPP was presented numerous times to DCFS staff, via the DCFS Director's weekly email and bi-weekly virtual Director's Chat town hall meetings. The literature was also shared several times with prevention partners, via email updates. In 2021, the program administrator will work with DCFS regional administrators to place large posters about the EITC and other free resources in DCFS lobbies throughout the state. Due to constraints imposed by



the pandemic, many child welfare in-person client visits to DCFS offices have been reduced. Therefore, the agency is also exploring alternative methods to share this information with families, such as via email.

With support from the Child Abuse Prevention Program Administrator, UCPC is exploring the possibility of proposing state legislation for child support pass-through and disregard policies for public assistance recipients. The UCPC Executive Committee initiated meetings with the Director of the Office of Recovery Services (ORS), the state agency that administers Utah's child support services. Through these meetings, it was learned that this same policy change is currently being considered at the federal level. Depending on the outcome of efforts at the federal level, Utah may or may not pursue a similar state-level initiative during the 2022 legislative session.

UCPC is also working to implement the SEEK (Safe Environment for Every Kid) curriculum in medical offices throughout the state. UCPC has partnered with Intermountain Health Care (IHC) to rollout the SEEK curriculum in all of their healthcare settings. IHC is a health system of 24 hospitals, 160 clinics, and over 2,400 physicians located throughout the state. With support from the program administrator, UCPC is applying for an 1115 Medicaid demonstration waiver, in order to secure funding pathways for smaller providers and clinics to provide the SEEK model in their facilities.

UCPC and VIPP are also working to bring a shared risk and protective factor model to prevention partners in the state. In 2020, they sponsored a three-part training series provided by Health Management Associates, a leading independent research and consultant firm in the healthcare industry. The Child Abuse Prevention Program Administrator participated in this training series, along with dozens of partners from throughout the state.

### **Other Interagency Collaboration Activities**

In an effort to build a trauma-informed state, the Intergenerational Poverty Commission supported the creation of "Trauma Informed Utah" (TIU). TIU is tasked with developing a sustainable statewide public/private collaborative that will create the blueprint for building Utah's trauma-informed approach. This is expected to be a multi-year process using a phased development approach involving stakeholders from a variety of state and community partners. In 2020, three workgroups began meeting as Phase I of this initiative. The Child Abuse Prevention Program Administrator participates on the TIU Center Development Committee, which has been meeting throughout 2020 to discuss and create elements of TIU's structure such as mission, goals, agency type, and funding mechanisms. TIU is working closely with Trauma Informed Oregon to learn from their center development process in order to implement something similar in Utah.

The Child Abuse Prevention Program Administrator has also been working with the Utah State Board of Education (USBE) to implement a more trauma-informed approach in the state's public education system. A workgroup of professionals, including the program administrator, is currently meeting to design content for a trauma-informed training that will be shared with all educators and school administrators.

### **Reorienting the Child Welfare System**

Utah has embraced the Children's Bureau vision of moving toward a prevention-focused system. Utah is taking action to create an integrated family wellbeing system that respects family voice, supports primary prevention, prevents foster care placements whenever possible, and utilizes kinship relationships. Utah had the second approved Family First Prevention Services Act (FFPSA) plan in the nation; this plan is one

component of a larger prevention vision for Utah. Early in 2020, the Child Abuse Prevention Program Administrator began meeting with DCFS Administration to create a vision for how prevention work can be integrated throughout the state's child welfare system.

In FFY 2020, Utah made significant strides in implementing its FFPSA plan. Utah initiated several evidenced-based services that support children at risk of removal in remaining with their families and in their communities. These services include Functional Family Therapy, Parent Child Interaction Therapy, and Trauma Focused Cognitive Behavioral Therapy. Utah is also working on an implementation plan for Safe Care to be provided throughout the state. During its planning process, Utah learned that other states have experienced success in using Safe Care as a primary prevention strategy, and Utah plans to explore this model for future implementation in the state. Utah is successfully implementing Parents as Teachers as a primary prevention strategy in many parts of the state and plans to expand the use of this model into the secondary prevention population, as part of its FFPSA implementation plan.

A primary initiative of DCFS during FFY 2020 was its First Impressions project, and this project will continue into FFY 2021. Historically, more resources and energy have been invested in the latter stages of child welfare cases (i.e. foster care). First Impressions attempts to realign the child welfare system such that more resources and energy are creatively utilized during the first critical days of a child welfare case. The First Impressions project intends to create a child welfare system that values family voice in determining child safety. In an effort to improve support for families, it was determined that rapid and robust teaming is critical. Therefore, DCFS is in the process of implementing a model that will provide up-front, expert team facilitation to prevent the removal of children from their families. The model will also focus on resolution of safety issues to ensure safe return of children to their families as early as possible. Additionally, by bolstering engagement of kinship and informal supports, families can utilize their social connections to mitigate safety and risk. To ensure that primary prevention remains a focus of First Impressions, the Child Abuse Prevention Program Administrator is a member of the First Impressions project workgroup.

In FFY 2020, DCFS engaged in a creative new collaboration with the juvenile court legal community. For the first time, all DCFS staff were invited and encouraged to attend the 2020 Court Improvement Summit, a meeting that was historically for judges, attorneys, and DCFS administration only. As a step toward creating a fully integrated child welfare system, Utah's child welfare and legal communities worked together to create a joint statement of seven core principles that focuses on best practices. These systems are united in their commitment to protecting children and strengthening families, and this commitment is reflected in their overarching goals of child safety, wellbeing and permanency. Please see Attachment A for a copy of the joint statement and core principles.

Prevention work has also been gaining momentum at the department level. In fall 2020, the DHS Executive Director authorized the recreation of a DHS-wide prevention group with representatives from many different DHS agencies, including the Child Abuse Prevention Program Administrator. DHS has been operating under a model of five strategic pillars, one of which is prevention. In 2021, the newly elected governor of Utah appointed a new executive director of DHS. In recent years, the executive director and governor worked together on the Intergenerational Poverty Commission and initiatives that focused on trauma-informed work. As discussed above, the Intergenerational Poverty Commission supported the creation of Trauma Informed Utah (TIU), and the Child Abuse Prevention Program Administrator is a member of the TIU Center Development Committee.

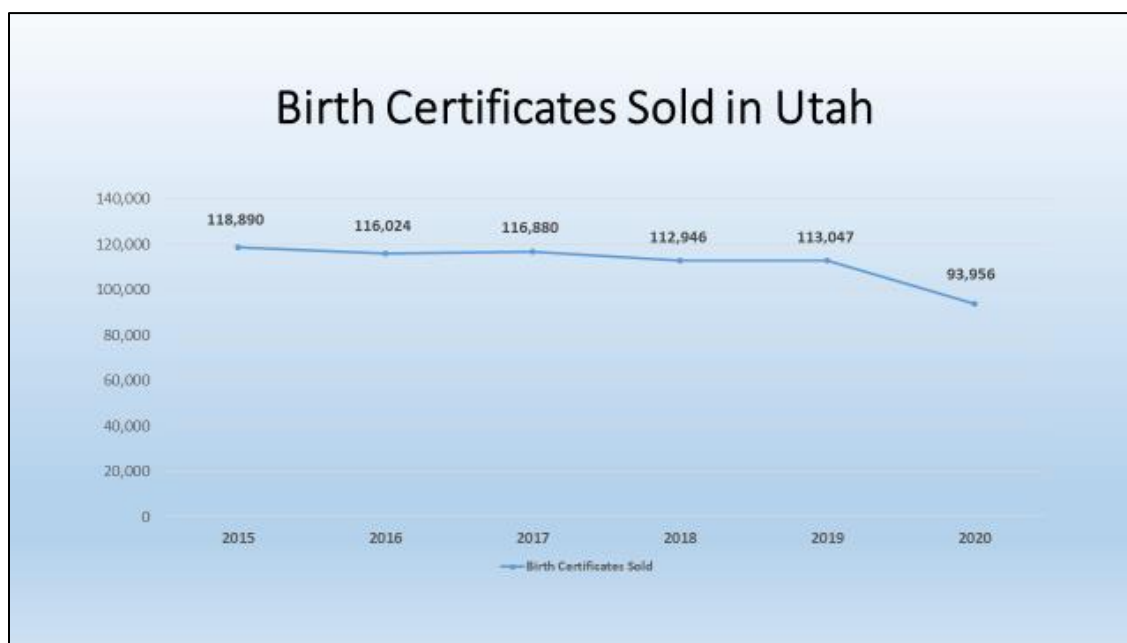
## Funding Mechanisms

The Child Abuse Prevention Program Administrator monitors three revenue streams used by the Child Abuse Prevention Program to fund prevention services. The revenue streams include:

- CBCAP funds authorized through CAPTA Part II as reauthorized by the CAPTA Reauthorization Act of 2010 (P.L. 111-320).
- Children's Trust Account (CTA) funds legislatively directed to DCFS from revenues received from the issuance of birth certificates.
- Crisis Nursery funds appropriated by the Utah State Legislature.

In recent years, CBCAP funds and CTA funds were combined into a single RGA during the procurement process. This decision was made in order to allow the two funds to be shifted among programs as needed, due to the fluctuating nature of the CTA balance. As the Child Abuse Prevention Program Administrator worked on a new RGA in 2020, it became apparent that combining the two programs into one RGA created more challenges than benefits. Therefore, during the 2023 RGA, Utah will create separate RGAs for the CBCAP and CTA programs.

Utah's CTA experienced a large decrease in funding this year. The CTA had been running a large surplus for many years, allowing for the use of \$450,000 per year to fund programs, even though the account was receiving less than that each year. The surplus was finally exhausted last year. In 2020, Utah received approximately \$300,000 in CTA funds, due to the decline in live birth rates and resulting decreased need to purchase birth certificates. Utah expects that CTA funds will continue to decline, as the state has seen an even larger decrease in the live birth rate, suspected to stem from economic concerns related to the COVID-19 pandemic. Therefore, Utah will be exploring ways to diversify its CTA funds in 2021.



## **COLLABORATIONS AND PARTNERSHIPS**

The child abuse prevention services continuum in Utah includes a variety of agencies, collaborations and initiatives. The Child Abuse Prevention Program Administrator coordinates closely with the following partners for planning, programming and funding.

### **Utah Coalition for Protecting Childhood**

Utah Coalition for Protecting Childhood (UCPC) is a state network formed in 2013 by stakeholders who saw a need to address the primary prevention of child abuse and neglect, as well as other Adverse Childhood Experiences (ACEs). UCPC works to ensure safe, stable, and nurturing relationships and environments for all Utah children. The coalition is managed by the ACEs Prevention Specialist at the Utah Department of Health Violence and Injury Prevention Program (VIPPP). UCPC is funded through the Centers for Disease Control and Prevention Essentials for Childhood Grant. This year, UCPC published their 2020-2025 State Action Plan which includes the following five strategies:

1. Strengthening economic supports to families
2. Enhancing parenting skills
3. Changing social norms related to corporal punishment
4. Providing high quality care and education early in life
5. Promoting trauma-informed approaches

UCPC works closely with the Utah Faith Leaders Roundtable on Child Abuse Prevention to improve the prevention work happening in religious organizations throughout the state. UCPC facilitates trainings that support faith leaders in disseminating education and information to their congregations regarding prevention and trauma. In October 2020, UCPC sponsored a training called *Serving Survivors of Abuse in Your Faith Community*.

Historically, DCFS and the Child Abuse Prevention Program Administrator have not held a leadership role within this group, and the group's goals have been somewhat disconnected from the child welfare system. This past year, the program administrator has worked diligently to form a strong partnership with leaders from UCPC, and efforts to engage have produced positive results. In mid-2020, UCPC invited the program administrator to participate on the UCPC Executive Committee. During 2020, the program administrator and other administrators from DCFS facilitated trainings and discussions with UCPC related to the Families First Prevention Services Act, DCFS prevention services array, child welfare data and trends, and other important elements of the child welfare continuum that were not previously utilized in the coalition's decision-making processes. Additionally, the program administrator is arranging for PFUF to provide an overview of the Protective Factors and NFSN's Standards of Quality to this group in early 2021.

### **Protective Factors for Utah Families & Prevent Child Abuse Utah**

The Child Abuse Prevention Program Administrator continues to support Protective Factors for Utah Families (PFUF), a statewide leadership and training implementation team comprised of prevention service providers. PFUF is Utah's affiliate with the National Family Support Network (NFSN). The goal of PFUF is to enhance and support Utah's network of family-serving programs. PFUF maintains a network of 20 volunteer trainers throughout the state who provide training to community agencies on the Protective

Factors and NFSN's Standards of Quality (Standards). PFUF receives a small amount of money from CBCAP funds which are used to purchase training materials and pay costs associated with the organization's NFSN membership.

In 2020, to meet the training need in Southern Utah's rural communities, PFUF certified a new Standards trainer to serve this part of the state. During 2020, volunteer trainers provided ten Protective Factors trainings and two Standards trainings for agencies throughout the state. This trainer is also the Executive Director the Family Support Center in this part of the state.

During the initial months of the COVID-19 Pandemic, PFUF trainers were not permitted by NFSN to provide virtual Standards training to community agencies, because they had not been trained by the NFSN on how to provide the trainings virtually. During this interim period, PFUF used their budgeted CBCAP funds to host a NFSN-provided virtual Standards training for 31 of the state's prevention providers. The Child Abuse Prevention Program Administrator attended the training and received a National Standards Certification.

In FFY 2020, PFUF also sponsored six leaders, including the Child Abuse Prevention Program Administrator, to attend the virtual NFSN National Convening. PFUF also sponsored nine leaders, including the program administrator, to attend the virtual Together for Families Conference that was co-hosted by Be Strong Families, the Center for the Study of Social Policy, and Families Canada.

PFUF added two key partners to their leadership team in 2020:

1. Utah Association of Family Support Centers (UAFSC) Executive Director (newly created position)

The UAFSC Executive Director oversees Utah's eleven Family Support Centers (Centers). Prior to UAFSC's involvement with PFUF, the Centers had only been represented by one mid-level manager from a single Center. UAFSC's investment in this process will allow PFUF to gain further traction in implementing the Standards throughout all of Utah's Centers.

2. Prevent Child Abuse Utah (PCAU) Executive Director

PCAU is the largest and only nonprofit organization in the state whose funding and focus is dedicated to the prevention of child abuse and neglect. Prior to the Executive Director's hire in 2019, PCAU was disconnected from many statewide prevention coalitions and initiatives. Throughout 2020, the PCAU Executive Director has become closely involved in the work of PFUF, UCPC, CWIC, and other groups who are gaining momentum in the prevention community. Additionally, on January 1, 2021, PCAU began receiving state CBCAP dollars to expand their home visiting program to a rural part of the state.

PFUF is mainly supported by volunteers. PFUF volunteer trainers do not get paid by PFUF for their skills or time invested in training. Some volunteer trainers work for agencies that provide support to PFUF's mission by allowing their employees to attend PFUF meetings and trainings on work time, but many PFUF volunteer trainers provide their services on personal time. The benefits of PFUF are becoming more known throughout the state, and the organization has received numerous training requests this year. The time commitment has been unsustainable and stressful for many of the trainers. To address this challenge, PFUF will be formally merging with PCAU in 2021. The new structure will help PFUF sustain the

robust network it has built in past years and will allow PFUF to address several goals it has historically been unable to accomplish due to the organization's limited resources.

## Utah Association of Family Support Centers

The Child Abuse Prevention Program Administrator provides support to the Utah Association of Family Support Centers (UAFSC). Eleven Family Support Center executive directors manage 17 locations throughout the state. Each Center provides some combination of crisis and respite nursery, parent education courses, home visitation programs, adoption respite support, clinical therapy services, and self-sufficiency programs that support at-risk children. Each Center operates independently and offers an array of services based on the needs of the community they serve.

Prior to 2019, the Centers were supported by an informal board of directors that was comprised of executive directors from some of the Centers, but had no external partners. In the fall of 2019, the group formed the Utah Association of Family Support Centers, a new 501(c)(3), and hired an executive director. During 2019, the executive director made great strides in developing a new infrastructure for the association, launching exciting new initiatives, and bringing an increased level of community awareness and support to the state's Family Support Centers.

One of UAFSC's first goals was to create a new board that included outside partners. The new board contains representatives from a wide range of community sectors, including religious leaders, mental health providers, philanthropists, university partners, attorneys, private business owners, and government. The Child Abuse Prevention Program Administrator was also invited to participate as a formal board member. The program administrator is working with UAFSC on a goal of adding board members who represent the families served and provide an element of family voice to the board.

Another of UAFSC's goals is to standardize certain practices among each Center so that families experience consistency throughout the state. To that end, UAFSC chose *Nurturing Parenting*, a family-centered trauma-informed parenting curriculum, to be implemented throughout each Center. Staff from each Center were trained throughout 2020, and each Center is expected to offer some sessions to their community beginning in 2021. UAFSC is also working toward incorporating the NFSN National Standards of Quality in all the Centers during the coming year.

This year, UAFSC partnered with a local legislator and was awarded \$900,000 of CARES Act funds from the Utah State Legislature to support additional expenses incurred due to the COVID-19 pandemic. These funds passed through DCFS and were administered by the Child Abuse Prevention Program Administrator, and the program administrator worked closely with UAFSC throughout the year to budget and expend these funds appropriately.

In response to the effects of the pandemic, funds were used to provide:

- Additional Center staff time to support more families in crisis
- Hazard pay for staff
- Mindfulness training to support Center staff
- Community outreach activities related to COVID-19
- Technological improvements to serve families virtually
- Supplies to keep facilities sanitized and safe

The Child Abuse Prevention Program Administrator works closely with the UAFSC Executive Director in accomplishing many shared goals. Early in 2021, the program administrator introduced the executive director to NFSN and the executive director learned about the support NFSN can provide to the Centers. This introduction also led to a valuable connection between UAFSC and the Colorado Family Resource Center Association, which went through a similar development process several years ago and is now acting as a mentor to Utah. The program administrator's relationship with UAFSC also led to the organization's involvement with PFUF and aligned the two groups' goals on a more unified path.

## **Department of Health Office of Home Visiting**

Department of Health Office of Home Visiting (OHV), the lead agency for Utah's Maternal, Infant, and Early Childhood Home Visiting (MIECHV) funding, supports seven Parents as Teachers (PAT) programs and one Nurse Family Partnership (NFP) program in the state. In early 2020, when the Child Abuse Prevention Program Administrator and the OHV Program Administrator were first introduced, the two discussed how CBCAP and MIECHV funding are used to support some of the same programs, which demonstrates elements of the shared vision CBCAP and MIECHV possess. In preparation for the new CBCAP RGA that was completed in 2020, the program administrator consulted with the OHV Program Administrator for the purpose of informing the RGA process. For example, the OHV Program Administrator had conducted a thorough community needs assessment in 2020, and this assessment helped identify geographical regions in the state that could most benefit from a home visitation program. The program administrator and the OHV Program Administrator discussed the idea of combining the CBCAP and MIECHV funding sources in future RGAs and possibly conducting a joint procurement, which would help to streamline the process and lead to more informed funding decisions. This possibility will continue to be explored for potential implementation during the next procurement.

The OHV Program Administrator and the Child Abuse Prevention Program Administrator are also working together to improve community knowledge of home visiting resources. OHV recently redesigned its website, resulting in a thorough website that provides a user-friendly experience. DCFS will be adding a DOH OHV website link to its own website in 2021. OHV is also planning add a list of DHS-funded home visiting programs to its website. Throughout 2020, the program administrator began building a database of community-based prevention resources to be shared with the child welfare workforce and other agencies. (Please see Early Childhood Systems Building report section above for more details.) The OHV Program Administrator is involved in this effort, and home visiting programs will be included in the resources shared.

## **Department of Human Services**

The Department of Human Services (DHS) includes multiple divisions that provide individualized services to support children, youth, families and adults throughout the state. The Child Abuse Prevention Program Administrator is located within DCFS, a division of DHS. Several of the divisions within DHS have small teams or individuals doing prevention work, such as the program administrator's work at DCFS. However, in recent years, the department's prevention work has not been well-integrated or aligned among its divisions.

In 2020, the Child Abuse Prevention Program Administrator met and began collaborating with one of the prevention administrators from the Division of Substance Abuse and Mental Health (DSAMH). The the

Child Abuse Prevention Program Administrator learned of a DHS-wide prevention workgroup that existed years ago but was disbanded for unknown reasons. The DSAMH Prevention Administrator and the the Child Abuse Prevention Program Administrator advocated to their individual division directors for the reorganization of this workgroup, and, in mid-2020, the DHS Executive Director officially authorized a reconvening of the workgroup.

The work group is currently represented by the following agencies and roles:

- Division of Child and Family Services – Child Abuse Prevention Program Administrator
- Division of Child and Family Services – In-Home Services, PSSF, and Substance Use Disorder Program Administrator
- Division of Juvenile Justice Services -- Deputy Director and Director of Office of Youth Services
- Division of Substance Abuse and Mental Health – Two Substance Abuse and Mental Health Prevention Administrators
- Division of Substance Abuse and Mental Health – Suicide Prevention Program Manager
- Division of Services for People with Disabilities – Intake and Waitlist Support Administrator

The DHS Prevention workgroup met three times in 2020. Relationships were formed and shared visions and department goals were discussed. Input from the various agencies was provided regarding a 2021 DCFS-led positive parenting media campaign, managed by the Child Abuse Prevention Program Administrator. The program administrator also met with the Division of Services for People with Disabilities Administrator about ways to improve utilization of CBCAP programs to support the disabled population of Utah.

Future goals include inviting more DHS agencies, such as Aging & Adult Services and the Office of Recovery Services, as well as non-DHS agencies, including the Department of Health and the Department of Workforce Services to participate on the workgroup. The workgroup will also focus on creating concrete shared goals and projects to increase the effectiveness of prevention efforts and elevate prevention work at department administration levels.

## **Division of Substance Abuse and Mental Health**

Of special note is the relationship that the Child Abuse Prevention Program Administrator has formed with the DSAMH Prevention Team, which pre-dated the formation of the DHS-wide prevention workgroup. DSAMH has a four-person prevention team that is invested in the prevention of substance abuse and mental health issues. DSAMH supports a network of over 70 local community prevention coalitions across every county in Utah. Each week, the DSAMH Prevention Team, the regional directors of the 70 local prevention coalitions, and other allied partners, including the Child Abuse Prevention Program Administrator, meet to provide updates on their work and collaborate with one another.

The Child Abuse Prevention Program Administrator and DSAMH have been brainstorming ways to increase integration of their prevention work in 2021. The collaboration has helped each agency to learn more about how the other agency operates. Additionally, various risk and protective factor frameworks have been explored. This exploration has led to discussions of potentially moving to an integrated protective factor framework that could be applied to each agency's prevention work and to other partner agencies, as well. The program administrator will be attending several of the prevention coalition



meetings to learn more about how the coalition operates and how child abuse and neglect prevention work can be incorporated into their system.

## **Uplift Families**

Uplift Families is the First Lady of Utah’s initiative to connect parents with information, resources, and programs that help them acquire knowledge and skills to raise healthy children. Uplift Families believes that strong parent-child relationships are the key to providing children with the tools and encouragement they need to thrive.

Uplift Families facilitates an annual parenting conference that draws thousands of attendees every year. In 2020, due to the COVID-19 pandemic, Uplift Families presented their first virtual parenting conference. They partnered with a local news channel to broadcast the conference during a prime time television slot. The conference had over 40,000 viewers – more than all of Uplift Families’ previous parenting conferences combined. When searching “parenting conference” in Google, Uplift Families is the first result listed. Data analytics show that the Uplift Families site is accessed by people in nearly every state in the country.

Uplift Families also operates a digital Parent Resource Center full of hundreds of different resources to help parents raise stronger, happier children. The resource center differs from the state 211 information helpline in that it specifically focuses on parenting and all the resources are vetted by experts. The program administrator will be partnering with Uplift Families in 2021 to add more community-based child abuse prevention resources to the site, including Utah’s Family Support Centers. Uplift Families invited the program administrator to write content for its parenting blog, so in 2021, the program administrator will provide written content about CSSP’s Protective Factors.

## **CHILD ABUSE PROGRAM SUCCESS STORY 1**

Written by a Spanish-speaking CBCAP-funded PAT home visitor:

“I worked with a mom who had very low education and who came from Mexico 3 years ago. At the time we met, she did not speak any English or know how to drive, and she has very different traditions from those to which I am accustomed. For example, she believed that it was good for the child to cry, she believed that it was not good to cut the hair of the baby because he will not learn to talk, and she believed it was best to not put the baby on the floor because it was dirty and hard.

In the beginning, she was very isolated and had problems with depression. Unfortunately, because she did not have insurance, she was not being treated. Through our visits, I was able to refer her to a community health center, and she received help and was later okay.

I was able to talk with her about the importance of tummy time and not letting the baby cry, but attending to his needs as much as possible. To help with her English skills, I gave her books that were in English and Spanish and encouraged her to listen to TV in English. She also came to some of the Hispanic classes and socialized with other families. She took some classes at a local family literacy program, until she became pregnant again.

She was worried because she thought that she could not get pregnant due to some health issues that she has, so the pregnancy was a surprise. In the beginning, she stated that she did not want to have the baby and did not feel connected to him. Through our visits and educational handouts we reviewed, she started to talk to the unborn baby and massage her belly. At the end of the pregnancy, she was able to bond with the baby. Her husband started to teach her how to drive, and she drives around her city. She made a lot of progress in the 2 years that I visited her.

Last week I encountered her in the mall. She recognized me and thanked me for the things she had learned, and she thanked me for the visits and the books that the program had provided her and her family. She seemed to understand the importance of reading to her children and participating more in the community, including going to the libraries.”

## **SERVICE ARRAY**

### **Needs Assessment**

The current Child Abuse Prevention Program Administrator served in this role during quarters two through four of FFY 2020. During this time, the following advances were made concerning a needs assessment.

In FFY 2020, the Child Abuse Prevention Program Administrator, along with the assistance of fellow administrators from the DCFS state office, assessed the unmet prevention service needs within the state through a variety of methods and sources. Throughout January and February, the program administrator conducted on-site visits to each of the prevention grantees in the state. The program administrator toured the facilities and met with each executive director and their staff to learn more about the grantee’s programming and the communities they serve. During these interviews, the program administrator learned more about each program’s strengths, opportunities for improvement, and needs for support from the program administrator. The program administrator also learned about each program from reviewing grantees’ annual written reports, which are provided to the program administrator in July of each year.

To gain additional relevant knowledge, the Child Abuse Prevention Program Administrator met with several professionals and stakeholder groups who have extensive knowledge of Utah’s prevention needs. These stakeholders include but are not limited to the following:

- Annual meetings with PAT Expansion and Model Replication Director / MIECHV Director for Utah
- Quarterly meetings with Office of Home Visiting Program Manager
- Biweekly meetings with PCAU Executive Director
- Weekly meetings with UAFSC Executive Director
- Monthly meetings with Executive Directors of all 11 Family Support Centers
- Biweekly meetings with DOH ACEs Prevention Specialist and other VIPP staff
- Meetings with DCFS Promoting Safe and Stable Families / In-Home Administrator as needed
- Meetings with DCFS Continuous Quality Improvement (CQI) Administrator as needed
- Weekly meetings with DSAMH Prevention Team, including research, evaluation, and data teams
- Monthly meetings with members of Utah's CWIC (See page 33 for CWIC member list)
- Monthly meetings with members of UCPC (See page 34 for UCPC member list)

To continue learning more about the needs of Utah's communities, the Child Abuse Prevention Program Administrator reviewed several documents and reports, including but not limited to:

- DCFS 2019 and 2020 Annual Reports
- DCFS Child Welfare Data Trends Report, provided weekly to administration
- 2020 Populations at Greatest Risk of Maltreatment Report
- CFSR, PIP, CPR, 2020 APSR, and 2020-2024 CFSP reports
- 2020 Qualitative Case Review results
- Utah's Ninth Annual Report on Intergenerational Poverty, Welfare Dependency, and the Use of Public Assistance (2020)
- Office of Home Visiting 2013 Needs Assessment by County and a preview of the office's 2020 Needs Assessment draft
- UCPC 2020-2025 State Action Plan for the Primary Prevention of Child Maltreatment in Utah
- Utah 2019-2020 Preschool Development Grant B-5 Strategic Plan
- The Children's Bureau's Child Maltreatment 2018 Report
- Prenatal-to-3 Policy Impact Center State Policy Roadmap 2020 Executive Summary and Roadmap for Utah
- 2020 Kids Count Data Book
- State of Babies Yearbook: 2020 Overview and Utah Profile
- National Responsible Fatherhood Clearinghouse Data Snapshot 2018: Living Arrangements of Fathers and Children

This needs assessment will continue into FFY 2021 as the Child Abuse Prevention Program Administrator continues to delve into the State's family strengthening work. This ongoing assessment will inform the 2023 RGA and other prevention priorities for the state.

## Core Services

Please see the table below for a list of prevention programs and services supported by Utah's CBCAP funds in FFY 2020.

Programs Funded by CBCAP		
Provider	Program	Level of Evidence
Carbon County Family Support Center	PAT Home Visiting Program	Well-supported
Utah County Health Department	PAT Home Visiting Program for Spanish-speaking families	Well-supported
Guadalupe School	PAT Home Visiting Program for Spanish-speaking families	Well-supported
Help Me Grow	Statewide information and referral helpline for parents, physicians and providers	Evidence-informed

Each organization with which the Child Abuse Prevention Program Administrator contracts operates independently and is responsible for providing services consistent with those mandated in their contract.

Families receiving assistance are referred to services by schools and community-based organizations, along with other referral sources. Each program defines its own catchment area and, while eligibility requirements vary by program, programs do not charge fees for services provided.

During FFY 2020, CBCAP funds also made it possible for the DCFS Child Abuse Prevention Program Administrator to:

- Attend the 2020 CBCAP Grantee Meeting
- Fund and conduct monthly CWIC meetings
- Conduct site visits at contract provider facilities
- Support Uplift Families Annual Parenting Conference and online Parent Resource Center
- Maintain a state network of 20 Protective Factors and Standards trainers
- Certify a new Standards trainer in rural Southern Utah
- Provide 10 Protective Factor trainings and 2 Standards trainings for agencies in the state
- Certify 31 prevention providers, including the program administrator, on the NFSW's Standards of Quality
- Sponsor four state representatives, including the program administrator, to attend the virtual NFSN Annual Convening
- Sponsor nine prevention professionals, including the program administrator, to attend the virtual Families Together Conference

The Child Abuse Prevention Program Administrator also oversees the Utah Children's Trust Account, funding legislatively directed to DCFS from revenues received from the issuance of birth certificates. During FFY 2020, funds available through this account supported the following programs listed on the following page:

Programs Funded by the Children's Trust Account	
Provider	Program
Refugee & Immigrant Center Asian Association	<b>Dare to Be You Parenting Program</b> A multilevel prevention program aimed at high-risk families with children ages 2-5. The program is designed to lower children's risk of future substance abuse and other high-risk activities by improving aspects of parenting that contribute to children's resiliency.
YWCA	<b>Children's Advocacy and Intervention Program</b> Provides services for children in domestic violence shelter residence who have been exposed to family violence. Services are designed to strengthen the safety, health, and well-being of child victims of family violence through advocacy, educational support, after-school programming, teen programs, summer day camps, and therapeutic activities.
Wasatch Behavioral Health Services	<b>Grandfamilies Kinship Program</b> A support and education program designed to help families raising a relative's children. The program provides guardianship assistance, education courses for children and adults, links to community resources, short-term therapy, and monthly peer activities.
Utah Valley Family Support & Treatment Center	<b>Play It Safe Program</b> A school-based child abuse awareness and prevention program that teaches children Pre-K through high school how to reduce their risk of sexual and physical abuse by recognizing potentially abusive behavior, responding appropriately to threatening situations, and reporting abuse to a trusted adult.
Family Support Center of Salt Lake	<b>Family Mentoring Program</b> A home visiting program for families with children 0-17 that teaches in-home parenting skills.
Box Elder County Family Support Center	<b>Clinical Family Therapy</b> Clinical services for parents with a traumatic history and/or marital issues that are interfering with parenting.
Children's Service Society	<b>Grandfamilies Kinship Program</b> A support and education program designed to help families raising a relative's children. The program provides guardianship assistance, education courses for children and adults, links to community resources, short-term therapy, and monthly peer activities.
Family Support Center of Southwestern Utah	<b>Home Visitation Program</b> An in-home program involving family advocates who serve as peer mentors. The program uses a 12-month parenting curriculum that teaches parenting skills, attachment education, and regulation strategies.

The Utah State Legislature provides funding to eleven Family Support Centers (Centers). The Centers offer crisis nursery and parent education services at seventeen locations throughout the state. The funds pass through DCFS ; the Child Abuse Prevention Program Administrator oversees this funding and provides training and technical assistance to these programs. Five of the Centers are also recipients of CBCAP or Children's Trust funding for additional programming. Eight of the Centers receive additional funding for Adoption Respite services to help prevent adoption disruptions. Nine of the Centers also serve as emergency shelters for youth in DCFS custody. The eleven Centers and their satellite locations are listed in the table below.

Family Support Centers	
Program	Locations
Box Elder Family Support Center (2 locations)	Brigham City, Garland
The Family Place of Cache County (3 locations)	Logan, Smithfield, Hyrum
Carbon County Family Support Center	Price
Open Doors	Clearfield
Grand County Family Support Center	Moab
Family Support Center of Ogden	Ogden
Utah Valley Family Support & Treatment Center	Orem
Family Support Center of Salt Lake (3 locations)	Midvale, West Valley City, Sugarhouse
Family Support Center of Southwestern Utah (2 locations)	Cedar City, Richfield
Family Support Center of the Uintah Basin	Roosevelt
Family Support Center of Washington County	St. George

FFY 2020 Individuals Served Through the Child Abuse Prevention Program							
	Children	Children with Disability	Adults	Adults with Disability	Families Served	Total Clients	Total Clients with Disability
CBCAP -- Participants receiving direct services	14,580	10	9,525	27	7,074	24,105	37
CTA -- Participants receiving direct services*	11893	154	2032	101	827	13,925	255
Crisis Nursery – Participants receiving direct services	6,967	553	4,954	69	3,451	11,921	622
TOTAL	33,440	717	16,511	197	11,352	49,951	914

## OUTREACH ACTIVITIES AND SERVICES FOR SPECIAL POPULATIONS

### Children and Parents with Disabilities

As shown in the *Individuals Served* table above, contract providers continue to deliver services to disabled children and adults. In total, providers served 914 children and adults with a disability, 37 of whom obtained services through programs that receive CBCAP funds.

Children with disabilities are at least three times more likely to experience abuse or neglect than children without disabilities. As mandated in CAPTA and the Individuals with Disabilities Education Act (IDEA), children under the age of three with supported cases of abuse are referred to Utah's Part C Early Intervention Program: Baby Watch Early Intervention Program (BWEIP) for evaluation and service eligibility. The purpose of BWEIP is to enhance early growth and development in infants and toddlers who have developmental delays and/or disabilities by providing individualized support and services to the

child and their family. Early Intervention services are provided through a family coaching model that focuses on helping children meet goals in all areas of development. All services take place in the child's natural environment and are tailored to meet the individual needs of the child and family.

To ensure all eligible families receive notification about BWEIP services, Utah's DCFS SACWIS system automatically generates a BWEIP assessment notification letter that is mailed to families with supported cases and have one or more children under the age of three. The BWEIP notification letter was revised in 2020 to make it more trauma-informed and client-centered.

During 2020, through the Child Abuse Prevention Program Administrator's conversations and collaborations with BWEIP, it was discovered that families referred to BWEIP programs by DCFS have a low participation rate. The program administrator is collaborating with the CPS Administrator to connect BWEIP administration with front-line CPS investigators in order to facilitate information sharing about BWEIP services. The goal is that, through problem exploration and education, CPS investigators will gain a better understanding of the benefits of BWEIP, resulting in a higher percentage of qualifying child welfare families accessing and benefitting from BWEIP services.

As a future step, the Child Abuse Prevention Program Administrator is exploring ways to expand referrals made to BWEIP beyond supported cases in which abuse or neglect has already occurred. Identifying at-risk families earlier will result in stronger families and safer children. The program administrator is exploring ways to connect families with early-intervention and other support services at the following touchpoints:

- When a CPS case is unsupported
- When a family is referred to the intake hotline but does not meet the criteria for a CPS investigation
- Before families are referred to DCFS but are working with community providers such as Family Support Centers

In 2020, Utah was awarded a grant from the Association of University Centers on Disabilities (AUCD) and the Centers for Disease Control and Prevention (CDC). The purpose of the grant is to help sustain efforts to support families in monitoring and identifying potential developmental delays and build resiliency within their families, amidst the challenges of the COVID-19 pandemic. The grant is co-led by Utah's Center for Persons with Disabilities Act Early Ambassador and the Help Me Grow Utah Program Manager. During 2020, the Child Abuse Prevention Program Administrator participated in several meetings and work groups to help the grant team identify goals and action steps to ensure grant goals are met. This work will continue into 2021.

## **Adoption Respite**

Many of the Family Support Centers have additional contracts with DCFS to provide respite for post-adopt families. These services are not funded by CBCAP, but their connection with Family Support Centers allows adoptive families to become familiar with and access other supportive services, such as parenting education and home visiting services.

## Racial & Ethnic Minorities

People of Hispanic or Latino descent make up Utah's largest minority group, and their number is growing. At the time of the 2010 Census, approximately one in seven Utahns identified as Hispanic or Latino. Since that time, one in five new Utahns identify as Hispanic or Latino. Utah ranks as 11<sup>th</sup> in the nation for the percent of Latino people per capita. As with nationwide data, Utah's child welfare data indicates that children from these groups are disproportionately represented in the child welfare system.

Utah accepts many refugees. There are currently over 60,000 refugees living in the state, with most residing in Salt Lake County. Salt Lake City schools have a large refugee population and report over 30 languages spoken by students within the city's schools. It is difficult to identify data concerning child abuse and neglect in the refugee population because the term encompasses people from many different ethnic groups and countries. However, we do know that refugee families are more vulnerable for a number of reasons, including increased trauma, shifts in family dynamics and responsibilities, economic stressors, and isolation.

In order to provide support to the Hispanic and refugee communities in Utah, the state funds several prevention programs that target these populations. These programs include:

- **Guadalupe School:** This program provides services to the northwest quadrant of Salt Lake City, which has a large Hispanic and Latino population. Guadalupe School provides five academic programs to Hispanic families, including in-home services (funded by CBCAP), toddler beginnings, preschool, charter school, and adult education services. Home visitors from this program all speak Spanish.
- **Utah County Health Department:** The Utah County Health Department employs two native Spanish-speaking home visitors who provide services exclusively to Spanish-speaking families who are new to the United States. The program helps families understand how to be their children's teacher, using PAT curriculum, and how to adapt to their new community. To further assist the families it serves, the program provides books in Spanish and English.
- **The Refugee & Immigrant Center of Utah:** This program provides parenting classes to new immigrants. Each four-month session is designed for a different immigrant population. Due to the challenges of the pandemic, during FFY 2020, the program completed two sessions, one for Swahili-speaking families and one for Arabic-speaking families. To provide the courses in the native language of the immigrants served, interpreters from the community work closely with the program coordinator.

Within Utah, there are eight sovereign tribal governments. Native children in Utah are 3.3 times more likely to be supported as victims of child maltreatment. Unfortunately, despite collaboration between the Child Abuse Prevention Program Administrator and the Indian Child Welfare Program Administrator, including the program administrator sharing the most recent RGA opportunity, none of Utah's tribes applied for prevention services funding. The program administrator will continue to work closely with the Indian Child Welfare Program Administrator in 2021 to learn more about Utah's tribal communities and how the program administrator can be a support. Additionally, the program administrator is working with the Clinical Director of the Urban Indian Center's behavioral health program to identify a tribal partner to serve on the CWIC.



## Equity & Social Justice

In 2020, the Child Abuse Prevention Program Administrator participated in formal trainings and national discussions surrounding equity and social justice. The program administrator shared many of these opportunities with prevention providers and facilitated discussions about how to address racism in the child welfare system. One example is Dr. Heather Hackman's presentation at the annual Children's Trust Fund Alliance conference in November 2020. Following the conference, the program administrator shared a recording of Dr. Hackman's presentation with the state network of providers and encouraged them to view the presentation. Many reported that they did watch and enjoy Dr. Hackman's thought-provoking presentation. Numerous requests for additional conversations surrounding this topic were made. In 2021, the program administrator will be hosting bi-monthly trainings and discussions with the new group of grantees, and the topic of equity and social justice will be a priority.

In FFY 2020, DCFS began a new initiative on equity and social justice. The agency contracted with the University of Utah Social Research Institute (SRI) to begin a complete analysis of data related to children of color in the child welfare system. It is evident that children of color are disproportionately represented in care; this analysis is aimed at helping the agency identify at which points along the child welfare continuum the most disproportionality is occurring. SRI will be disaggregating the data to help identify where and how to target agency resources to create the most meaningful shift of these outcomes. The analysis will also attempt to control for poverty so that an accurate understanding of the role poverty plays is gained, which will highlight the role of race. The work is still in its infancy but has exciting potential for the future of our community.

## CHILD ABUSE PREVENTION SUCCESS STORY 2

Written by a client of a CTA-funded home visiting program:

"When I was young, I always aspired to create a different experience for my future children than what I had. Years passed, and now I was a mother to five children under the age of six, clueless of how to raise them, but I knew deep in my heart that I wanted my children to have a loving and caring home. When you try to get directions from Google Maps, there is a box that asks, "What is your destination?" Where are you headed to in life? Where are you driving your children?" The typical answer most parents will give is, "Hmm ... I've never really thought about that. I am not quite sure." That was me! I had dreams and inspirations but with no directions. I was so stressed out and felt I was not a good mother to my children, but then as I was searching parenting topics online, I came across the family support center and all the resources it provides to families. I was so happy! I immediately signed up for the parenting course. Fast forward a couple of weeks and I have the knowledge to target any issues I face in the future or currently, and I have a dream to raise outstanding children who will contribute to the world and who will be confident of who they are. I am so grateful to my home visitor for always being flexible and helping me target some parenting issues I had. We had deep conversations which made a difference in my life, and I always remembered her words whenever I faced some parenting issues. My favorite sentences she said were, "It's hard, but you will see the result later on, so keep at it and remember your parenting vision and you will get there with patience and determination," and also, "If you create a loving and caring home, that child will always come back to his house when he/she faces

problems.” Because of this parenting course, I have raised my standard and I will be raising outstanding children with help of God.”

## **PARENT LEADERSHIP AND INVOLVEMENT**

Many of Utah’s prevention programs are focused on parent engagement; examples include parent participation on their advisory boards, parent volunteers leading community activities, and prevention partners employing parents who have utilized their services in the past. One CTA-funded program recently filmed a promotional video using testimonials from parents who had utilized their services.

Other programs, however, have experienced struggles with engaging parents. Some programs report that they make attempts to invite parents to participate in leadership activities, but parents are not interested. Other programs report that they sometimes find parents who are willing to participate in leadership activities, but they do not stay engaged for long and quickly drop out. The Child Abuse Prevention Program Administrator even had a conversation with a program that stated they prefer not to have parents involved on their board because parents do not mesh with business owners and philanthropist board members.

The previous CBCAP/CTA contract (2015-2020) contained a requirement for grantees to conduct Parent Cafés within their programs. Parent Cafés are a nationally recognized peer-to-peer learning process designed to keep children safe and families strong. The previous program administrator sponsored a Parent Café training for grantees at the beginning of the contract cycle, in 2015. Some programs held Cafés until early 2020, when the COVID-19 pandemic made it difficult to continuing hosting. However, other programs stopped hosting Cafés prior to the pandemic. Many of the grantee programs changed management during the course of the five year contract, and some of the new managers reported not knowing what a Parent Café was or that they were a contractual requirement.

In FFY 2020, to support parent leadership involvement, the Child Abuse Prevention Program Administrator began learning as much as possible about parent engagement. The program administrator became certified in NFSN’s Standards of Quality which includes parent engagement content. The program administrator participated in various conferences and trainings sponsored by the Birth Parent National Network. In October 2020, the program administrator shadowed a Parent Café and, in January 2021, attended a training entitled *Intro to Be Strong Families Cafés*. The program administrator also presented the identified challenges concerning parent engagement to DCFS administration, PFUF, CWIC, and Utah’s FRIENDS T/TA Coordinator. Discussions with these groups helped generate ideas and inform goals related to improving Utah’s parent engagement efforts in the coming years.

The Child Abuse Prevention Program Administrator and the CWIC Grant Subcommittee made significant changes to the contract requirements for parent engagement in the new RGA, published in 2020. The requirement for Parent Cafés was removed, because many programs struggled to provide this service, primarily because they had not receive the necessary training or support required to do so. The new contract requirements are purposefully non-prescriptive. This will allow flexibility across varying levels of expertise. New grant requirements are focused on helping programs understand the value of parent leadership and build a sustainable parent leadership structure. Requirements include:

- Ensuring that direct staff complete the “Creating Effective Parent-Practitioner Partnerships” training, located on the FRIENDS National Resource Center Online Learning Center website, within the first 90 days of employment and annually thereafter
- Ensuring that direct staff are familiar with the contents of the *Parent Leadership* section of the FRIENDS National Resource Center Online Learning Center website
- Ensuring that direct staff are familiar with the contents of the *Partnering with Parents* section of the Children’s Trust Fund Alliance website
- Implementing parent leadership within the program and the community by engaging adult participants in leadership development activities

Programs were not instructed on the specifics of how to develop and implement parent leadership, but rather were given the opportunity to propose their own parent leadership plan in the RGA, and applications were scored accordingly. The Child Abuse Prevention Program Administrator will provide parent leadership training and support to the new group of grantees early in the new contract cycle. Parent engagement will be a prominent focus of discussions with grantees over the next 2.5 years. The intention is that the 2.5-year contract cycle will provide time for further assessment of parent leadership capacities throughout the state, which will inform parent leadership requirements in the 2023 RGA.

In past years, parent leaders were members of the PFUF Leadership team and were responsible for the parent partnership core function of PFUF. The primary parent leader had been running parent advocacy councils that garnered a lot of parent support throughout the state. In recent years, she realized that in order to make real progress and scale this work in Utah, she must temporarily place councils on hold while attending graduate school and developing a model that would be trainable and sustainable for parents and providers. The new curriculum is now complete and ready to begin piloting with a few parents and providers before being made available statewide. The program administrator met with this parent leader in January 2021 to begin collaboration for a pilot and reinvigorating the parent advocacy work happening in Utah.

## **TRAINING, TECHNICAL ASSISTANCE, AND EVALUATION ASSISTANCE**

### **Site Visits**

The Child Abuse Prevention Program Administrator began 2020 with a visit to each Prevention facility funded by CBCAP, as well as each Crisis Nursery and CTA-funded prevention program. Most visits took place prior to the COVID-19 pandemic and were held in-person and on-site. Four visits could not be completed in-person and on-site due to the pandemic. These visits allowed the program administrator to learn more about each program’s operations, challenges, and opportunities for growth. Due the ongoing pandemic, the program administrator will be conducting virtual site visits with each grantee and Crisis Nursery in 2021.

OQD and the Office of Licensing (OL) work together to conduct regular contract monitoring of grantees by completing site visits to review personnel files, training records, facility compliance, etc. In order to learn more about contract requirements and audit processes, the Child Abuse Prevention Program Administrator participated in an on-site audit with OQD and OL. The information obtained during this experience informed the program administrator on how to best support programs.

## **Ongoing Communication and Technical Assistance**

The Child Abuse Prevention Program Administrator has regular contact with prevention partners via email. Additionally, the program administrator began sending a regular newsletter containing resources and supports for community based programs during the COVID-19 pandemic. This practice provided programs with a regular consolidated summary of the ever-changing deluge of information regarding the pandemic. In the early months of the pandemic, the program administrator sent the email weekly or biweekly, but, in recent months, the frequency has decreased as the need for urgent communication has decreased. Two examples of the newsletters are found in Attachment B.

In 2021, the Child Abuse Prevention Program Administrator will be conducting bi-monthly virtual meetings with all grantees. Participation is a requirement in the new prevention contracts. These meetings will be used to provide ongoing training and technical support to all grantees. This model was strategically chosen because it also serves as a peer-to-peer learning function. These calls will replace the peer reviews required in the previous prevention contracts.

## **COVID-19 Support**

Much of the technical assistance provided by the Child Abuse Prevention Program Administrator in FFY 2020 involved issues stemming from the COVID-19 pandemic. Utah's Family Support Centers (Centers) requested, and were subsequently awarded, \$900,000 of CARES Act funds by the Utah State Legislature. These funds passed through DCFS and the program administrator played a critical role in supporting the Centers in developing their budgets and ensuring appropriate use of funds based on federal guidelines. The program administrator served as liaison between the Centers and DCFS Finance, Federal Operations, and Contracting personnel.

In the early months of the pandemic, the Child Abuse Prevention Program Administrator spent a significant amount of time helping the Centers develop their own emergency management and business continuity plans, ensuring they could safely remain open during the pandemic. Because many of the Centers also contract to provide emergency shelter care for youth in DCFS custody, they were required to be equipped and prepared to house COVID-positive youth if necessary. Centers were fearful, and this requirement was a concern. Dozens of virtual meetings were held to address their concerns, provide support, and mobilize needed resources for the Centers to operate during this crisis.

The Child Abuse Prevention Program Administrator also attended weekly provider briefings with OQD to obtain information about supports available for providers, such as how and where to get PPE, how to safely conduct in-person contact with families, resources for telehealth, etc. These supports were consolidated and shared with providers each week as they navigated the initial months of the pandemic.

## **Trainings**

PFUF is Utah's state network of Protective Factors and NFSN Standards of Quality trainers. In FFY 2020, PFUF invited the Child Abuse Prevention Program Administrator to serve as a member of its leadership team. The program administrator provides support to PFUF by helping align training resources with state prevention priorities, identify stakeholder groups that may benefit from PFUF's trainings, and provide funding support to PFUF via CBCAP dollars.

To remain safe during the pandemic, it was necessary for PFUF trainers to provide virtual trainings. However, NFSN would not approve trainers to conduct virtual trainings until they received an NFSN-led training on proper provision of virtual trainings. Therefore, in June 2020, in order to avoid a gap in Standards of Quality Certification training, PFUF sponsored an NFSN-led certification training. The training was well attended; 31 prevention staff from dozens of prevention agencies working at all levels of leadership were certified, including the Child Abuse Prevention Program Administrator. Soon after, PFUF trainers received the NFSN-required training on the proper provision of virtual trainings, enabling PFUF-led trainings to resume in Utah. In the remaining months of the year, PFUF trainers successfully completed two additional Standards trainings.

PFUF also used their CBCAP funds to enable nine leaders from throughout the state to participate in the virtual Together for Families Conference. The nine participants included members of the PFUF Leadership Team as well as several staff from Family Support Centers.

The Child Abuse Prevention Program Administrator also used CBCAP funds during FFY 2020 to fund Uplift Families' 2020 Annual Parenting Conference. The conference was held online and made available for Utah's prevention partners. Prevention providers were also encouraged to share the opportunity with families they serve. The conference was recorded and can be viewed in perpetuity at: <https://www.upliftfamilies.org/conference>.

## **Evaluation Assistance**

Evaluation has been an ongoing challenge for providers in the state. The previous contract required that all providers use the Protective Factors Survey, Second Edition (PFS-2) with parents and caregivers. However, in early 2020, the Child Abuse Prevention Program Administrator learned that many programs were not using this tool for a number of reasons. The program administrator met with several programs to discuss concerns and learn more about barriers to using PFS-2. Additionally, the program administrator met with the FRIENDS T/TA to learn the history of evaluation in Utah and identify areas for support. Information gathered informed changes to evaluation requirements in the new RGA. The PFS-2 is no longer a requirement but is an option among other evaluation methods.

## **EVALUATION**

Under the previous contract, which ended in December 2020, CBCAP and CTA grantees were required to conduct annual peer reviews. During the program administrator's initial site visits with grantees, held in early 2020, it became evident that some programs were struggling with the annual peer review requirement. Most of the Family Support Centers reported that they enjoyed the peer review process as they seemed to have established review partners and methods for conducting reviews. The peer review requirement will remain in Family Support Centers' existing contracts through 2024. Other agencies that provide more unique programming reported struggling with the peer review process, specifically with how to implement feedback provided by an agency they view as one very different from their own. Several grantees reported that they were conducting peer reviews simply because of the contractual requirement but not benefitting much from the process.

As part of the new contract, which began January 1, 2021, the one-on-one peer review process was replaced with a bi-monthly group virtual meeting, held with all grantees and facilitated by the program

administrator. This format change is intended to remedy some of the challenges identified this past year and enhance the benefits of the state's prevention work. The new format will provide:

- Regular personal contact with grantees, in addition to email and phone calls
- Meaningful two-way communication with grantees
- Regular peer-to-peer contact for grantees with each other
- A platform to provide trainings
- A platform to bring in outside partners to provide support to grantees
- A decreased need for grantees to write lengthy annual reports
- Information to inform the direction of the next RGA, in 2023
- A method to regularly inform ongoing evaluation of prevention efforts

Utah has an opportunity to improve its evaluation methods in the coming months and years. In early 2020, the Child Abuse Prevention Program Administrator discovered a great deal of confusion among grantees over grant requirements for evaluating outcomes. The previous contract required the use of the PFS-2, but the tool was not consistently utilized by grantees, for a variety of reasons. These reasons include the following:

- Some programs mistakenly believed they no longer needed to use the PFS-2 tool and had not been using it for many months;
- Some programs experienced challenges inputting PFS-2 results into the FRIENDS online database as instructed by the previous program administrator
  - After researching this issue, the new program administrator learned the FRIENDS database was under construction and unsupported during most of 2020
- Some programs were concerned that clients were being asked to complete too many types of outcome measures.
  - For example, some programs believed the use of the PFS-2 was redundant because their program's curriculum (i.e. Parents as Teachers) or other funders required the use of different outcome measures
- Some programs were still administering the PFS-2 or other outcome measures but were unable to complete both pre- and post-tests, due to constraints imposed by COVID-19

Because of the complexity of these challenges, the Child Abuse Prevention Program Administrator removed the requirement for the PFS-2 from the new RGA and gave applicants the flexibility to propose evaluation methods they believed would work best for their programs. Within the new contracts, evaluation plans must include the following minimum elements:

- Logic model
- Methods for internal self-assessment of programs
- Client pre- and post- tests that measure program effectiveness
- Client measures of satisfaction with services
- Plans for continuous quality improvement

In early 2021, the program administrator will meet with each new grantee to learn more about their evaluation methods and tools and make suggestions for improvement, where needed. Evaluation will also be one of the topics during the bi-monthly virtual meetings with grantees.

Prevention contracts are typically in place for five years. The recent decision to create a 2.5-year contract was intentionally made to realign the contract start and end dates with Utah's state fiscal year and to provide the program administrator sufficient time to thoroughly assess Utah's existing prevention services, which will provide for meaningful shifts the next contract cycle.

In 2019, the previous Child Abuse Prevention Program Administrator secured a contract with Qualtrics, an experience management company, to support the state's prevention program evaluation processes. In early 2020, the new program administrator attended meetings with Qualtrics to learn about the company's products and capabilities for supporting research in the prevention community. The previous program administrator's vision of a statewide data system was not implemented prior to her departure. After consulting with DCFS Business Analyst Supervisor, it was decided to not renew the Qualtrics contract. The agency has an existing contract with Google; this contract allows for basic data analytics and should meet the evaluation needs of prevention programs. The program administrator has determined that funding previously dedicated to Qualtrics is better directed to prevention programming.

Despite the challenges described in this section, many programs reported positive outcomes during FFY 2020. Some highlights are summarized below:

- Guadalupe School Home Visiting Program
  - 95% of children receiving their service maintained normal development, according to results from the Ages and Stages Questionnaire, which is administrated with all families
- Refugee & Immigrant Center
  - 80% program completion rate for the year
- Family Support Center Family Mentor Program (results from PFS survey)
  - A 63.64% improvement on *Family Functioning* scale
  - A 27.27% improvement on *Social/Emotional Support* scale
  - A 36.36% improvement on *Concrete Support* scale
  - A 45.45% improvement on *Nurturing and Attachment* scale
  - A 72.73% improvement on *"There are many times when I don't know what to do as a parent."*
  - A 54.55% improvement on *"When I discipline my child, I lose control."*

Forty-five percent of Utah's FFY 2020 CBCAP expenditures were used to fund evidenced based programs rated as well-supported by the Title IV-E Prevention Services Clearing House. Please see the table below for CBCAP funding detail.

2020 Funded Programs and Special Projects					
Funded Programs	CBCAP Funding	Match Funds	Total Funding	Evidence Rating	References to Support Rating
<b>Agency:</b> Carbon County FSC <b>Program:</b> HFA/PAT	\$46,104	\$11,526	\$57,630	Well Supported	Title IV-E Prevention Services Clearing House
<b>Agency:</b> Guadalupe School <b>Program:</b> Parents as Teachers	\$36,280	\$9,070	\$45,350	Well Supported	Title IV-E Prevention Services Clearing House
<b>Agency:</b> Utah County Health Department <b>Program:</b> Parents as Teachers	\$27,430	\$6,857	\$34,287	Well Supported	Title IV-E Prevention Services Clearing House
<b>Agency:</b> United Way of Utah County* <b>Program:</b> Help Me Grow Program	\$40,000	\$10,000	\$50,000	Evidence Informed	
<b>Total Funded Programs:</b>	\$149,814	\$37,453	\$187,267		
Funded Special Projects	CBCAP Funding	Match Funds	Total Funding	Evidence Rating	References to Support Rating
<b>Project:</b> PFUF Strengthening Families Leadership Program <b>Description:</b> Materials, PAC, Training, Travel & Maintenance	\$14,709	\$3,677	\$18,386	N/A	N/A
<b>Project:</b> CWIC & QIC Meetings <b>Description:</b> Host Regional Meetings	\$1,872	\$468	\$2,340	N/A	N/A
<b>Project:</b> Uplift Families <b>Description:</b> Virtual Parenting Conf & Online Parent Resource Center**	\$8,000	\$2,000	\$10,000	N/A	N/A
<b>Project Name:</b> QUALTRICS <b>Description:</b> Survey Data Analysis Tool	\$3,429	\$857	\$4,286	N/A	N/A
<b>Total Special Projects:</b>	\$28,010	\$7,002	\$35,012	N/A	N/A
Administrative Costs	CBCAP Funding	Match Funds	Total Funding	--	--
CBCAP Grantee Meeting	\$ 2,024	\$506	\$2,530		
Children's Trust Fund Alliance National Conference	\$1,304	\$326	\$1,630		
Prevention Program Administrator	\$62,091	\$15,523	\$77,614		
<b>Total Administrative Costs:</b>	\$65,419	\$16,355	\$81,774		
<b>TOTAL:</b>	<b>\$243,243</b>	<b>\$60,810</b>	<b>\$304,053</b>		
NOTE: *Awarded one-time payment in FFY 2019 for use in FFY 2020. **Awarded one-time payment in FFY 2021 to reimburse for costs incurred in FFY 2020.					



## CHILD ABUSE PREVENTION MONTH AND PUBLIC AWARENESS ACTIVITIES

In FFY 2020, prevention programs held 360 Community Education Public Awareness Activities serving 32,696 individuals. Due to the COVID-19 pandemic, prevention providers were challenged to find new and creative ways to provide outreach to their communities. During the very early weeks of the pandemic, providers struggled to find ways to promote April's Child Abuse Prevention Month. Programs that historically hosted community events and participated in local health fairs and cultural events were unable to do so.

In 2019, DCFS co-hosted an in-person event for Child Abuse Prevention Month with PCAU, the University of Utah, the Family Support Centers, and other community partners. Plans for a similar event were in the works for 2020 when the COVID-19 pandemic struck. The planning team quickly pivoted and created a public media campaign in place of a live event. The team, including the program administrator, created a press release based on the five protective factors that was shared with multiple local news agencies. The press release resulted in written articles and news spots. One example can be found in Attachment C.

With the support of the DCFS Principal Information Officer, the Child Abuse Prevention Program Administrator created content about Child Abuse Prevention Month to share with DCFS staff several times throughout April. This was an effort focused on providing a connection for child welfare workers to prevention work happening in their communities.

The program administrator supported community programs during Child Abuse Prevention Month by mailing physical care packages to each organization. Packages included blue ribbon pins for staff to wear during virtual meetings and printed copies of the Children's Bureau 2019 Prevention Guidebooks.

To support programs in quickly identifying creative ways to celebrate Child Abuse Prevention Month, the program administrator relied heavily on content from CANTASD and on ideas from other states provided by the FRIENDS National Network.

The barriers to community outreach continued throughout 2020, and the lessons learned during Child Abuse Prevention Month were applicable all year. With support of the program administrator and their own ingenuity, Utah's providers came up creative outreach activities to support families during Child Abuse Prevention Month and throughout 2020. Some examples include:

- In place of their annual safety fair and pinwheel party, staff at YWCA created a "Family Activities" calendar, which included daily activities designed to build upon the five protective factors in a fun way.
- Carbon County hosted a "Drive-by Kite Day" in June 2020 to celebrate Utah Family Month. Families were given new kites and a goodie bag of swag provided by the local substance abuse and mental health prevention coalition. This was an adaptation to the usual way the community celebrates this event in order to ensure safety.
- In March, Utah County Health Department delivered plastic eggs and candy along with information about COVID-19 and managing stress.

The program administration also invited all community partners to participate in The Children's Bureau's *Special Event in the Recognition of Child Abuse Prevention Month*.

In response to the ongoing challenges and stress that COVID-19 has caused, the Child Abuse Prevention Program Administrator saw an opportunity to create a statewide public service campaign to provide a message of hope and parental resilience to families. The program administrator successfully advocated to DCFS administration to earmark \$50,000 of the agency's CARES Act money toward this effort. The program administrator will combine DCFS funding in an innovative manner by utilizing additional funding from DSAMH and VIPP, who have each pledged \$50,000, bringing the total funding for this project to \$150,000. The goal of this multi-agency public service campaign will be to improve family wellbeing and increase parental help-seeking behavior over the next several months. The combined funds will be used to procure a contract with a local media company who will help create messaging and content to reach all areas of the state.

## **CHALLENGES, BARRIERS, AND AREAS FOR TECHNICAL ASSISTANCE**

The main challenges in FFY 2020 fall into three categories: personnel changes, financial and contract barriers, and the COVID-19 pandemic.

### **Personnel Changes**

The Child Abuse Prevention Program Administrator role was vacant from October to December 2019. The new program administrator began on December 30, 2019. Due to this gap in time, the new program administrator was required to invest the first several months researching and identifying the stages of various projects.

Many in Utah's prevention landscape, including important partners within DCFS, were also new to their roles in FFY 2020. The executive director of UAFSC and the executive director of PCAU began in their positions in the fall of 2019. There was a change in the role of finance director at DCFS, and the agency's administration team also experienced several position changes in the months leading up to the pandemic.

### **Financial and Contract Barriers**

During FFY 2020, the financial status of the Utah's Children's Trust Account posed a difficult challenge. Over recent years, the fund has decreased significantly, and this decrease resulted in cuts to program funding for new prevention contracts. In response, the grant scoring team created a funding formula that was equitable and sustainable for programs. In FFY 2020, programs funded by the Children's Trust also struggled to meet the required match, due to cuts from other funding sources that stemmed from the effects of COVID-19.

During FFY 2020, there were significant challenges in creating and scoring the RGA for the new group of grantees. The challenges stemmed from changes in processes and personnel that occurred over the last few years. The Office of Quality and Design did not exist when the last round of contracts were awarded. Both the program administrator and the assigned contract analyst from OQD were new to the RGA

process. Unfortunately, there were no records of previous contracts on file. The program administrator was able to obtain copies of the contracts by asking providers to send a copy of their own copy. Due to constraints of working from home, one program was unable to locate their copy, so the program administrator never reviewed that program's contract. Additionally, 75% of the scoring committee was also new to the RGA process, and it was challenging to portray the essence of prevention services to individuals unfamiliar with the family strengthening field. Finally, throughout the RGA process, many challenges arose due to combining CBCAP and Children's Trust Account funding into one RGA. Through this process, it was decided that the agency will seek separate applications from grantees during the next contract cycle.

## **The COVID-19 Pandemic**

Prevention programs across the state unanimously agree that the COVID-19 pandemic was the biggest barrier to quality family strengthening work in 2020. Programs were required to fundamentally shift the manner in which they provided services, while under the stress of the pandemic. Most programs had previously developed emergency response plans, per their contract requirements. However, their plans fell short in regards to providing direction on how to respond to a global pandemic.

Many programs experienced a myriad of issues related to COVID-19. The examples below highlight how prevention work in Utah was impacted this year:

- Most programs shifted to virtual services. Many experienced challenges with technology and with how to serve families effectively using this new format.
- Some programs were not able to spend all of their funding because they were not serving as many clients as they had forecasted. These programs were unable to keep their funding beyond the original contract dates, due to procurement and funding regulations.
- Some programs were not able to pivot in time to create new plans for Child Abuse Prevention Month.
- One program was unable to provide their parenting curriculum virtually, requiring them to identify and implement a new curriculum.
- Family Support Centers experienced unique challenges due to their contractual obligation to house youth in DCFS custody, even if youth were positive for COVID-19 or were known to have been exposed to COVID-19.
- All programs struggled to find PPE.
- The Child Abuse Prevention Program Administrator was directed away from prevention activities in order to aid DCFS in its response to the pandemic.

In Utah, DCFS was a leader in its quick and efficient plan for pandemic response. The agency created a COVID-19 Crisis Response Team, consisting of dozens of state office staff, including the Child Abuse Prevention Program Administrator. To restructure the agency's operations, the team met every morning and afternoon for many months. This work resulted in a comprehensive COVID-19 Reference Guide for the division and many of its partners. In the early months of the pandemic, responding to rapidly changing information and guidance required the team to update the guide several times daily. The team continues to meet as needed and update the guide according to changing circumstances. The program administrator shared the guide with prevention partners, many of whom used it to inform creation of

their own agency response plans and client contact protocols. The DCFS COVID-19 Reference Guide can be found here: <https://tinyurl.com/DCFSCOVIDReferenceGuide>

Please see Attachment D for *In-Person Visits and Your Health* one-page instruction guide, and Attachment E for *When to Use Personal Protective Equipment* one-page instruction guide.

DCFS also created two new opportunities to support staff affected by the uncertainty and stress of the pandemic. The DCFS Director began hosting a town hall meeting for all staff to receive direct, regular updates and ask questions about issues causing them concern. This *Director's Chat* has been well attended and appreciated by staff across the state. For the first several months of the pandemic, the Director's Chat took place every week, although the frequency has since decreased to twice per month. DCFS Administration also implemented a weekly event called *Resiliency Rallies*, in which all staff can attend to learn new skills related to overall wellbeing and resiliency in the workplace. Various administrators and clinicians, including the Child Abuse Prevention Program Administrator, take turns facilitating the group. Topics have included a wide range of skills such as meditation, mindfulness, breathing, yoga, and gratitude, among others.

CHILD WELFARE IMPROVEMENT COUNCIL (CWIC)	
<b>Mina Koplin (Chair)</b> Salt Lake County Division of Youth Services	<b>BJ Weller (Co-Chair)</b> Canyons School District
Annie Hartvigsen Defend Innocence / The Younique Foundation	Laurie Vervaecke Wasatch Front Chapter ChildHelp
Celeste Edmunds Christmas Box House International	Laurieanne Thorpe Prevent Child Abuse Utah
Crystal Ashton Parent Representative	Melanie Hansen Fostering Healthy Children
Cydnie LaCour Volunteers of America	Mike Hamblin Utah Foster Care Foundation
Debbie Comstock PFUF	Nicole Salazar-Hall Parental Defense Office
Donnette Demaio Open Doors (Family Support Center)	Sarah Strang The Road Home
Encarni Gallardo Children's Service Society	T'Ann Ularich University of Utah Department of Pediatrics
Heidi Grimshaw Utah Parent Teacher Association	Tonya Murray Children's Justice Center
Julie Steele University of Utah College of Nursing	Trent Nelson Roy/Weber Justice Court
Carol Verdoia (non-voting member) Attorney General, Child Protection Division	Trina Valdez DHS Education
Stacey Snyder (non-voting member) Guardian ad Litem	Janice Weinman (non-voting member) DHS Office of Licensing
Dan Rich (DCFS Liaison) CPS Program Administrator	Charri Brummer (DCFS Liaison) DCFS Deputy Director
Trisha Reynolds (DCFS Liaison) Child Abuse Prevention Program Administrator	Carol Miller (DCFS Liaison) DCFS Program Support Specialist

UTAH COALITION FOR PROTECTING CHILDHOOD (UCPC)	
EXECUTIVE PLANNING COMMITTEE	
<b>Deondra Brown Nielsen (Co-Chair)</b> Advocate, Foundation for Survivors of Abuse, Children's Justice Center	<b>Brent Platt (Co-Chair)</b> DHS Legislative Liaison
Laurieann Thorpe PCAU Executive Director	Trisha Reynolds DCFS Child Abuse Prevention Program Administrator
Nathan Malan VIPP Child Abuse Prevention Epidemiologist	Joey Thurgood Adverse Childhood Experiences Prevention Specialist
STEERING COMMITTEE MEMBERS	
Allison Foust DSAMH Suicide Prevention Program Administrator	Krista Useche The Family Place Crisis Nursery Director
Amy Mikkelsen VIPP Primary Prevention Coordinator	Lisa Davenport UDOH Children With Special Healthcare Needs
Angela Romero Utah State House of Representatives (Democratic Party)	Mary Beth Vogel-Ferguson University of Utah Social Research Institute
Barbara Leavitt United Way of Utah County Community Impact Director	Ned Searle Office on Domestic and Sexual Violence Director
Brittany Okada UDOH Office of Health Disparities Health Program Specialist	Nicole Bissonette UDOH Family and Youth Outreach Program Manager
Codie Thurgood DSAMH Children, Youth and Families Program Manager	Olga Sanchez DJJS Juvenile Competency Attainment Program
Corryn Wermel VIPP Utah Safe Kids Coordinator	Pamela Atkinson Homelessness Advocate and Community Builder
Dr. David Corwin University of Utah Professor of Pediatrics	Robert Parrish Deputy Salt Lake County District Attorney
Debbie Comstock PFUF	Sarah Shea Center for a Trauma Informed Utah Program Manager
Diane Moore DCFS Director	Teresa Brechlin-Betzer VIPP Program Manager
Greg McDonald Utah Community Action Partnership	Todd Weiler Utah State Senator (Republican Party)
Jessica Strong Primary Children's Hospital Community Health Manager	Tracey Tabet Utah Children's Justice Centers Executive Director
Jocelyn De La Rosa Salt Lake Family Support Center Executive Director	Tracey Gruber DHS Executive Director
John Hansen Empathy Project Founder	Travis Baer Church of Jesus Christ of Latter Day Saints
Kim Fischer Waterford Upstart Vice President of Communications	Vonda Jump Norman Utah State University Resilience Through Caring
Dr. Kris Campbell Primary Children's Hospital Child Abuse Pediatrician	

**ATTACHMENTS**

**Attachment A. A Fully Integrated Child Welfare System Joint Statement**

**Attachment B. Examples of Prevention Newsletters**

**Attachment C. Child Abuse Prevention Month News Article**

**Attachment D. In-Person Visits and Your Health**

**Attachment E. When to Use Personal Protective Equipment (PPE)**